

ORIENTATION FOR CAREER TRAINEES #2-76

12 - 16 April 1976

Room 912

Chamber of Commerce Building

INTELLIGENCE INSTITUTE
OFFICE OF TRAINING

STAFF

25X1A



Chairman

Training Assistant

~~SECRET~~

COURSE OBJECTIVES

To provide the Career Trainee with a broad overview of the purposes and methods of intelligence, the missions and functions of the Central Intelligence Agency, and the work and management of the Intelligence Community. It seeks to provide the Career Trainee with a feeling for the "big picture," including some of the current management problems of the Agency, and to serve as an introduction to more intensive training in the areas of intelligence production and operations.

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S-E-C-R-E-T

ORIENTATION FOR CAREER TRAINEES #2-76

12 - 16 April 1976

Monday, 12 April

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0830 - 0900 Introduction to the Course


Chairman, OCT

0900 - 0930 Introductions

Class and Staff

0930 - 0945 A Welcome from the Director
of Training


Harry E. Fitzwater
Director of Training

0945 - 1020 Videotape: DCI Talk to OTR
Training Course - CIA Today
and Tomorrow - 4 March 1976

1030 - 1045 Reading: CT Schedule and
Course Descriptions

25X1A

1045 - 1200 Career Trainees in CIA


Chief, Career Training
Program

The Chief of the Career Training Program will provide some historical perspective and philosophy of the CT Program and draw from the record to comment on the value of the program in the past in furthering the employment opportunities of its graduates. He will also discuss and describe the training cycle of the Program.

1200 - 1300 LUNCH

S-E-C-R-E-T

Monday, 12 April (continued)

25X1A

1300 - 1430

An Introduction to
Intelligence

OTR Briefing Officer

25X1A

██████████ will consider intelligence as a discipline with a defined subject matter and methodology. After briefly reviewing the origins and history of intelligence, he will answer the questions: What is intelligence? Who and what are its sources? Where and how do you acquire it? And why? He will describe the primary functions of intelligence - collection, processing and production - and comment on the relationship between intelligence and foreign policy.

25X1A

1445 - 1600

Group Discussion: Images of
Agency

██████████
Chief, Intelligence
Institute/OTR

Members of the class will meet in small groups to share views of the images of CIA they brought into the Agency as new employees and discuss their perceptions on entering into a career of intelligence.

1600 - 1630

Reading: The National Security
Council Systems

Tuesday, 13 April

0830 - 0900 Reading: Study Guide - "The
Organization of CIA," Intelligence
Institute/OTR, Jan. 1975 (S)
Study Guide - "Selected Terms and
Abbreviations," Intelligence Institute/
OTR, Sep. 1975 (CONF.)

25X1A

0900 - 1000 CIA and the Media

Office of Deputy Assistant
to the Director

The problem of the Agency's image with the media is of continuing concern. Our speaker will discuss aspects of this problem and how the Agency deals with it.

25X1A

1020 - 1200 The U.S. National Security
System: Foreign Policy and
Intelligence Support

Intelligence
Institute/OTR

25X1A What is the relationship between foreign policy and national security affairs? What is the role of the President, the Executive Departments and Agencies, and the Congress in decision-making for national security? [REDACTED] will discuss the workings of the National Security Council and its sub-groups and comment on the varied ways in which Presidents have used them to coordinate the making and implementation of foreign policy. He will relate the intelligence system to the policy process, describing the way in which it both supports and receives guidance from policy-makers.

1200 - 1300 LUNCH

25X1A

1300 - 1400 The Missions and Functions
of CIA

Chief, Senior Seminar
Branch, II/OTR

25X1A

[REDACTED] will give us a broad overview of the Agency's organization, missions and functions. He will examine CIA's role in the collection and analysis of positive foreign intelligence. The responsibilities of the four CIA Directorates for collection, production, research and development and support will be explained in their broad outlines.

Tuesday, 13 April (continued)

1500 - 1700 CIA Guest Speaker Program

25X1A

(Headquarters Auditorium)

China and the U.S.: An
Historical Perspective

[REDACTED]
Professor of History,
Harvard University

25X1A

[REDACTED] will review the significant events in the relationships between the two powers and comment on the contemporary scene in light of the complex past.

S-E-C-R-E-T

Wednesday, 14 April

0830 - 0900 Reading: The President's Actions
Concerning the Foreign Intelligence
Community, 18 Feb 1976

*SPECIAL ASSISTANT
TO THE D/DCI/ICS*

0900 - 1015 How the Community is Run

25X1A

Chief, Coordination
Staff, Intelligence
Community Staff

Our speaker will describe the way in which the Intelligence Community is organized and managed to try to achieve the best possible use of manpower and money on the highest priority targets. He will describe the tools available to the Director of Central Intelligence in his role as manager and coordinator of the Intelligence Community. [REDACTED] will also discuss the impact of the President's Executive Order of 18 February 1976 and the impending changes that are a direct result of that Executive Order. 25X1A

1030 - 1130 Equal Employment Opportunity
in CIA

OFFICE Omega J.C. Ware, Jr.
Director of Equal
Employment Opportunity
Programs

The Agency is firmly committed to achieve equal employment opportunity for all employees. Mr. Ware will describe the nature of the problem and the actions to be taken to solve it.

1130 - 1200 Administrative Display

We will have on exhibit today copies of Agency regulations and communications of particular interest to employees. The display will include copies of Employee Bulletins, sample letters of instruction and fitness reports, sample vacancy notices, etc. Please ask the course staff any questions you may have about this display.

1200 - 1300 LUNCH


S-E-C-R-E-T


Wednesday, 14 April (continued)

25X1A

1300 - 1400

The Freedom of Information
Act and Its Impact on CIA


Assistant to the *for INFO to*
~~DDA for Coordination~~ *THE DDA*


The Freedom of Information Act and the more recent Privacy Act have already had considerable impact on the working methods and procedures of Government agencies, including CIA.  will examine the purposes and requirements of the Acts and will explore some of the problems they raise for management and personnel in the future.

25X1A

1415 - 1615

Panel: "What is it Like to
Work in CIA?"

25X1A

 DDS&T/OWI
, DDA/OL
DDI/OCI
DDO/NE

A panel of CIA employees who are graduates of the Career Training Program will offer candid views as to what it is like to work for the Agency. They will discuss assignments they have had, the value to them of their CT training, and the good and bad aspects of their work experience.

S-E-C-R-E-T

Thursday, 15 April

0830 - 0900

Reading: Directorate of
Administration - History
and Functions (S)

0900 - 1100

Group Discussion:
Intelligence Priorities

Class and Staff

The members of the class will work individually and then in small groups to develop a statement of geographic and functional areas they believe deserve priority attention by the Intelligence Community. This individual and group work will be followed by a session in which a spokesman for each group will present its statement of priorities to the class for discussion. The exercise is designed to demonstrate the difficult but necessary effort involved in selecting intelligence priorities. The class will then read two Intelligence Community documents: Key Intelligence Questions for FY 1976 and DCID 1/2.

1115 - 1200

Reading: Key Intelligence
Questions (KIQs) and DCID 1/2
(to be distributed)

1200 - 1300

LUNCH

25X1A

1300 - 1400

The Administration of
Intelligence

Executive Officer,
Directorate of
Administration

25X1A

will survey the Agency's extensive support services. He will discuss major administrative problems facing CIA and the ways in which the Agency is moving toward solutions.

25X1A

1415 - 1515

Security in CIA Today

Robert W. Gambino
Director of Security

The Office of Security is charged with guarding Agency secrets against a variety of threats and accidents. It is also charged with the protection and safety of its personnel. Mr. Gambino will discuss the philosophy

S-E-C-R-E-T

Thursday, 15 April (continued)

and policies and practices behind security in the Agency today and examine new challenges and the changing nature of the security threat that faces us in the future.

1520 - 1620

The Operations Officer Abroad

[REDACTED]
Chief, Intelligence
and Midcareer Branch,
Intelligence Institute
Office of Training

25X1A

25X1A

[REDACTED] will give examples from personal experience of the life and work of an operations officer abroad. He will discuss techniques of agent recruitment and handling and the kinds of problems the operations officer may face in his day-to-day work. He will also discuss the support a field officer receives from Headquarters and the relationship between the Station and Headquarters.


~~S-E-C-R-E-T~~

Friday, 16 April

0830 - 0900 Reading: continued and optional

25X1A

0900 - 1015 Intelligence Successes and
Failures


Analyst, Product Review
Division, IC Staff

The ultimate purpose of our intelligence effort is to provide knowledge, insight, and choice to our principal consumers, U.S. Government officials responsible for formulating and implementing foreign policy. A representative of the office of the Intelligence Community Staff charged with evaluating the intelligence product will provide examples of some of our successes and some of our failures and comment on some of the lessons they have to offer.

25X1A

1030 - 1130 How the Agency Manages its
People



Chief, Review Staff
Office of Personnel

A representative of the Office of Personnel will comment on current trends in the Agency's approach to personnel management. She will talk about the career service structure, career boards and panels, the annual evaluation of personnel and philosophy behind the Agency's career development programs. She will also discuss the impact of "management by objectives" in the area of personnel administration.

1130 - 1300 LUNCH

25X1A

1315 - 1430 A Career in Intelligence


Chief, Services Staff
Operations Directorate

Our speaker, whose career in the Agency has spanned all four Directorates, will comment on the kind of professionalism that service in an intelligence organization requires. Drawing on his experience as a member of the first Junior Officer Trainee (JOT) Class, the predecessor of the CT Program, he will discuss the changes in policy and environment the Agency has experienced and touch on what the future may have in store for current Career Trainees.

1445 - 1515 Written Evaluations

Class

~~S-E-C-R-E-T~~

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1. Overall Evaluation of the Course

Please indicate on the following scale the degree to which this orientation as a whole met its objective. Circle the appropriate number of segment of the scale.

SLIGHT
DEGREE

HIGH
DEGREE

1 2 3 4 5 6 7

2. Most Effective Areas or Individual Presentations: What portions of the course did you find most helpful and why?

*All given portions were helpful.
Speakers were informed current in their information, and
in most instances entertaining. All received questions well.
Good cross-section of Agency divisions and employees presented.*

3. Least Effective Areas or Individual Presentations: What portions of the course did you find least helpful and why?

*Reading assignments of too short duration - library would have
provided more conducive environment for reading.
Need for written evaluation of "processing in" and associated
problems.
Cover situation still not adequate for NOC's.*

4. Why no DDSIT speaker re interim assignments?

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exempt from automatic
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2. Most Effective Areas or Individual Presentations: What portions of the course did you find most helpful and why?

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Excellent presentation on IC, the implementation of the Feb. Executive Order and direction of the community in The Future

25X1A

An excellent appreciation of the life of an operations officer
CT (former) Panel: Everyone is interested in DDO but a need is there to determine how everything else DDA/OL etc fits in to produce a finished product.

3. Least Effective Areas or Individual Presentations: What portions of the course did you find least helpful and why?

Security: More appreciation of the philosophy of security is the mental process - fewer war stories

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2. Most Effective Areas or Individual Presentations: What portions of the course did you find most helpful and why?

25X1A

- ① Presentation by [redacted] on what a DD case officer does
② the 4 panel discussion
③ the giving of a general overview of the Intell Community
best given by [redacted]

25X1A

3. Least Effective Areas or Individual Presentations: What portions of the course did you find least helpful and why?

seemed to be a repetition of these general overviews
DDA presentation
EEO presentation

The personnel briefing, while having a few interesting points, seemed to come mostly areas of far down the road concern.

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2. Most Effective Areas or Individual Presentations: What portions of the course did you find most helpful and why?

Taken as a group, the presentations this week were of very high quality. After a time the "broad overviews" and flow charts got to be a little sleep-inducing, but I suppose that's necessary information. The discussions and descriptions of actual work in CIA were the high points for me.

3. Least Effective Areas or Individual Presentations: What portions of the course did you find least helpful and why?

The most glaring weakness was the lack of any participation by an official involved in the cover process -- maybe that will be handled at

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2. Most Effective Areas or Individual Presentations: What portions of the course did you find most helpful and why?

I BELIEVE [REDACTED] PRESENTATION WAS THE MOST INFORMATIVE, HOWEVER MOST OF THE PRESENTATIONS WERE INFORMATIVE AND HELPFUL. IN GENERAL THE PROGRAM DID PROVIDE A GOOD OVERVIEW OF THE AGENCY AND ITS PLACE IN THE OVERALL COMMUNITY.

3. Least Effective Areas or Individual Presentations: What portions of the course did you find least helpful and why?

I THINK A REPRESENTATIVE FROM CENTRAL COVER STAFF WOULD HAVE BEEN MOST HELPFUL. MANY OF THE PROBLEMS OR CONCERNS EXPRESSED BY CLASS MEMBERS INVOLVED COVER CONSIDERATIONS.

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SLIGHT
DEGREE

HIGH
DEGREE

1 2 3 4 5 6 7

2. Most Effective Areas or Individual Presentations: What portions of the course did you find most helpful and why?

VIDIOTAPE ON 12th GOOD

all program good.

3. Least Effective Areas or Individual Presentations: What portions of the course did you find least helpful and why?

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SLIGHT
DEGREE

HIGH
DEGREE

1 2 3 4 5 (6) 7

2. Most Effective Areas or Individual Presentations: What portions of the course did you find most helpful and why?

Two objectives of the course to me seemed to be education and socialization. The course did the best job I've ever witnessed of quickly fostering enthusiasm, made and personal interaction among a group of total strangers with incredibly disparate backgrounds. Therefore I think the most effective elements in the program were those which required group participation. The discussion with former CTs, KIQ exercise (over)

3. Least Effective Areas or Individual Presentations: What portions of the course did you find least helpful and why?

This is an unfair comment, but at this stage of my acquaintance with the Agency any line-and-block chart seemed less helpful than participatory exercises. Without exception, "organizational" presentations were professional, usually clear and, in some instances, entertaining. However, the nature of administrative

2. along this line, it is only fair to commend the insistence of each speaker that an "any and all questions" policy was in effect during presentations.

3. of acronyms was overwhelming - it's simply an ocean of ~~the~~ information to deal with. Having said this, I'm certain that these presentations and ~~the~~ ^{my} ~~course~~ notes - reading matter, will become more and more valuable as I work my way thru the Agency. Unfortunately though, I think one needs to be fixed in place and have a point of view, before organizational data takes on an immediate relevancy

Free Comment

4. The one area of discussion not formally focused on which might be given thought, is the quite proper legitimacy of an intelligence organization ⁱⁿ ~~to~~ any government and the special restrictions of an intelligence system responsive to American constitutional law. There was an unfortunate attitude among some of my peers that secrecy is sinister and that clandestine operations are illegal. Secrecy is a fixed feature of certain governmental / democratic functions - witness the grand jury, secret ballot, IRS, commercial secrecy. These are not sinister activities and it is damaging to our collective self-image to assume that we, as intel officers, are sinister merely because we use secret

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1 2 3 4 5 ⑥ 7

2. Most Effective Areas or Individual Presentations: What portions of the course did you find most helpful and why?

25X1A



- totally outstanding
though not formal part of course, his brief talk
was most impressive

3. Least Effective Areas or Individual Presentations: What portions of the course did you find least helpful and why?

DDA, EEO - too much talk of acronyms ("AAP, PPI, etc") that tends to be both duplicative and meaningless.

I feel that much of material could come from reading (structure, organization, etc), saving valuable class time for speakers. Individuals relating their own experiences would be much more interesting.

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SLIGHT DEGREE	HIGH DEGREE					
1	2	3	4	5	6	7

2. Most Effective Areas or Individual Presentations: What portions of the course did you find most helpful and why?

25X1A



Presentation was outstanding

3. Least Effective Areas or Individual Presentations: What portions of the course did you find least helpful and why?

Longer question & answer sessions would be very helpful

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HIGH
DEGREE

1 2 3 4 5 (6) ↔ (7)

2. Most Effective Areas or Individual Presentations: What portions of the course did you find most helpful and why?

ILLEGIB

3.

4.

Ap

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ILLEGIB

EVALUATION FORM

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This one-week Orientation for Career Trainees has the following objective: To provide the Career Trainee with a broad overview of the purposes and methods of intelligence, the missions and functions of the Central Intelligence Agency, and the work and management of the Intelligence Community. It seeks to provide the Career Trainee with a feeling for the "big picture," including some of the current management problems of the Agency, as an introduction to more intensive training in the areas of intelligence production and operations.

At the conclusion of the week each member of the class is asked to volunteer on this form his/her views as to how well the course met its intended objective. As the course will undergo continuing review and modification, comments on areas which are effective and those which are not will be most helpful. We will appreciate it if you will fill in the blanks below:

1. Overall Evaluation of the Course

Please indicate on the following scale the degree to which this orientation as a whole met its objective. Circle the appropriate number of segment of the scale.

SLIGHT
DEGREE

HIGH
DEGREE

1 2 3 4 5 6 7

2. Most Effective Areas or Individual Presentations: What portions of the course did you find most helpful and why?

- PANEL OF TRIBUNAL CTs
- TALKS BY EXPERTS IN THE VARIOUS FIELDS (OPS, ETC)
- "HOW THE COMMUNITY IS RUN" [REDACTED]

25X1A

Good overview of the organization & functions of CIA. Interesting overview of "what it's like on the job" by those who have been there.

3. Least Effective Areas or Individual Presentations: What portions of the course did you find least helpful and why?

"CIA and the media": didn't feel that anecdotal experiences in this area were of much value overall.

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2. Most Effective Areas or Individual Presentations: What portions of the course did you find most helpful and why?

Last speaker Thursday covered not only interesting material but spoke well

3. Least Effective Areas or Individual Presentations: What portions of the course did you find least helpful and why?

Overviews - one is enough

25X1A

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